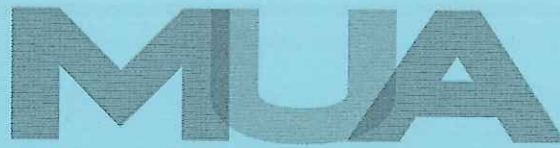


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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

HRM 403: ADVANCED HUMAN RESOURCE MANAGEMENT

DATE: 15TH DECEMBER 2017

DURATION: 2 HOURS
MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and, answer the questions that follow:

Having done well as a staff accountant in the accounts payable section of a major industrial firm for several years since his graduation from college, Steven felt that he had learned much about the "ins" and "outs" of survival in an intensely bureaucratic organization. It is thus not surprising that he was relaxed and unconcerned about his circumstances at the company as he entered the employee lounge to attend the late-afternoon welcoming reception for his new supervisor.

The new manager of accounts payable, Kristin, had been transferred to Steven's division from a similar position in another subsidiary of the company because of her proven talent for organizing and improving the efficiency of operations there. A no-nonsense type of manager, Kristin was experienced and determined to perform her new assignment with the same vigor that had brought her so much success throughout her career.

At the reception, Kristin circulated through the room, introducing herself to her new subordinates and asking each of them if they had any suggestions that would help make the payables section a better place to work. When she approached Steven, he told her about something that had been on his mind lately: that people seemed to him to gain promotions and be given opportunities to work overtime based on who liked them, and not on the quality of their work. In reply, Kristin politely stated that she would do everything that she could to see that whatever it was he was referring to would have no place in the team she would lead.

Upon his arrival at work the next day, Steven received a phone call from Kristin's secretary asking that he meet with his new boss later that morning. He had barely entered her office for the meeting when she looked him straight in the eye and said, "I will not tolerate individuals in this organization who are not good team players. Yesterday afternoon you led me to believe that there are people in this office who are not acting in the best interests of the company, and I want to know who. I want you to tell me the names of the managers you were referring to note, and keep me

informed if you see anyone hurting this company, or I've got to think that maybe you're part of the problems around here." Stunned by both the tone and content of her statement, Steven quickly tried to think of a way to respond.

Required

- a) Define the term Job placement (2 marks)
- b) In reference to the case above, explain the Employee selection process that Steven went through (5 marks)
- c) Describe an effective orientation in the work place citing the example above (10 marks)
- d) Using the above example discuss the benefits of having a positive work ethics? (8 marks)

Question
all
not
related
to be
core study

QUESTION TWO

- a) Explain the importance of Performance Appraisal in organization. (5 marks)
- b) Using examples, discuss least five (5) functions of management as a process that plays a central role in coordinating the functions. (10 marks)

QUESTION THREE

- a) State six factors which are likely to influence wage and salary level determination in a given organizational structure. (5 marks)
- b) Using relevant examples discuss the basic considerations in job analysis. (10 marks)

QUESTION FOUR

- a) Explain how to Manage Ethics at the Workplace. (5 marks)
- b) Giving relevant examples distinguish between unsafe work behavior and unsafe working conditions. (10 marks)

QUESTION FIVE

- a) Explain factors that influence the decision to delegate work to a subordinate (10 marks)
- b) Discuss at least five advantages of a job specification. (5 marks)

QUESTION SIX

- a) Explain at least ~~six~~⁵ conditions required for training to be effective. (5 marks)
- b) Using appropriate examples discuss the benefits of a job design in organizations (10 marks)